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47/12

RECRUITER JOURNAL DEC 94

The United States Army Recruiting Command



U.S. Army Recruiting Command

December 1, 1994

To all members of the USAREC family,

This is the time of the year when we try to think more of others than of ourselves. Because of our difficult mission and the responsibility that USAREC bears, I am very proud to say that the members of USAREC consistently think of others before themselves. It is human nature to maintain our well-being and gain strength from our families. So it seems fitting that, for these holidays, I ask you to take care of your own families; think of them, cherish them, spend time with them. They provide our strength.

We face a great challenge in 1995. Come back to USAREC in the New Year refreshed and revitalized, ready to make those great things happen.

Susan and I want to wish every member of the USAREC family a very safe and very happy holiday season.

MG Kenneth W. Simpson

D 101.106/3: 47/12

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This month's cover was designed by MAJ Steve Lambert, HQ USAREC A&PA, and photographed by Greg Calidonna, Fort Knox TASC.

VOLUME 47, Number 12

The **Recruiter Journal** (ISSN 0747-573X) is authorized by AR 360-81 for members of the U.S. Army. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command.

It is published monthly using offset printing by the Public Affairs Office, U.S. Army Recruiting Command, ATTN: RCAPA-PA, Building 6579, Fort Knox, KY 40121-2726; tel DSN 464-8948, commercial (502) 624-8948. Printed circulation: 11,000.

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Subscriptions may be obtained through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

Deadline for submission of material is the first of the month prior to publication.

Second class postage paid at Fort Knox, Ky., and at additional mailing office.

POSTMASTER — Send address changes to:
Commander
U.S. Army Recruiting Command
ATTN: RCAPA-PA
Building 6579, Room 91
Fort Knox, KY 40121-2726



MG Simpson

New RPI System

Something I've heard a lot about in my visits with you is the RPI Distribution System. I know there is a lot of frustration over the ordering and delivery of this important recruiter tool. The causes of this problem are very complex and, to a great extent, the solutions lie outside the command's direct control. So we must do something dramatically different — and very soon we will.

Beginning in 2d Quarter FY 95, a new RPI distribution system will put requisitioning at recruiters' fingertips. By calling an 800 number, the recruiter will be in contact with a live operator ready to take the order, answer questions, and process that order for shipping within five workdays.

In order to establish this faster and more dependable system, USAREC will expand its current warehouse facilities. USAREC RPIs will be moved from the St. Louis Publication Distribution Center, where we are one of many customers, to Fort Knox, where you will be the *only* customer.

One of the most important features of the new system will be its tracking ability. No longer will a recruiter have to wonder what happened to an order. A customer service representative will be on call to answer questions and track errant packages.

No longer will a recruiter have to wonder what happened to an order. A customer service representative will be on call to answer questions and track errant packages.

The new system will give us more accurate inventory information than the current system. The likelihood that your favorite RPI will be out of stock when you need it will decrease dramatically.

All in all, the RPI distribution system will be customer-oriented and user friendly. Our goal is to eliminate the current layers of bureaucracy now required to distribute RPIs to the field.

In the meantime, if you are experiencing problems or have questions on RPIs, call Robert Ventrella or Mindy Lambert at (502) 624-0526.

Accelerated promotions

■ Changes to accelerated advancement under the Army Referral Program have been outlined in new AR 140-158, dated 1 Sep 94, Enlisted Personnel Classification, Promotion, and Reduction. USAREC Message 94-067, dated 28 Oct 94, Referral Promotion Exception to AR 601-210, also informs the field force of these changes. These changes apply to RA and USAR.

Accelerated advancement to PV2 is authorized for a soldier who has not departed for IADT or is serving during the period between PHASE 1 and PHASE 2 of the Alternate Training Program, when that soldier refers:

- Three qualified NPS applicants, or two HSDGs who enlist in the RA DEP, ARNG, or USAR;
- Any combination of two qualified NPS applicants who are HSSRs, HSDGs, or CIHS, who enlist in the RA DEP, ARNG, or USAR;
- One qualified NPS HSDG, HSSR, or CIHS, who scores 50 or higher on the AFQT and who enlists in the RA DEP, ARNG, or USAR;
- One qualified Registered Nurse who applied for the Army Nurse Corps (RA or USAR) and whose application is accepted by HQ USAREC.

Accelerated advancement to PFC, from PV1 or PV2, is authorized for a soldier who has not departed for IADT or is serving during the period between PHASE 1 and PHASE 2 of the Alternate Training Program, when that soldier refers:

- Four or more qualified NPS applicants, or three or more HSDGs who enlist in RA DEP, ARNG, or USAR;
- Any combination of three or more qualified NPS applicants who are HSSR, HSDG, or CIHS, and who enlist in the RA DEP, ARNG, or USAR;
- Two or more qualified NPS HSDG, HSSR, or CIHS, who score 50 or higher on the AFQT and who enlist in the RA DEP, ARNG, or USAR;
- Two or more qualified Registered Nurses who applied for the Army Nurse Corps (RA or USAR) and whose applications are accepted by HQ USAREC.

New law bolsters reemployment rights

■ A new law that strengthens reemployment rights of servicemembers was signed by President Bill Clinton, Oct. 13.

The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) will affect more than 1.8 million uniformed servicemembers, and most provisions of the law will go into effect in 60 days, labor officials said.

The law will entitle reserve service personnel to return to civilian employment with the seniority, status and pay they would have attained had they been continuously employed.

"This is a terrific example of the government at work for veterans," said Labor Secretary Robert B. Reich. "Over the years, the old veterans' reemployment rights law became a patchwork of statutory amendments and court decisions that hampered the Labor Department's ability to quickly resolve claims."

Specifically, the new law —

- expands the anti-discrimination protection of reserve and Guard members in hiring, retention and advancement on the basis of their military obligation,
- requires employers to make reasonable efforts to retrain or upgrade skills to qualify workers for reemployment,
- expands health care and employee benefit pension plan coverage,
- extends the number of years an individual may be absent for military duty, and
- improves protection for disabled veterans and improves enforcement mechanisms for servicemembers who believe their reemployment rights have been violated.

Servicemembers are now required to give advance notice of their service obligation to employers unless military necessity makes this impossible. They must notify employers of their intent to return to employment under a set of guidelines based on length of time absent from the job.

Employers and servicemembers with specific questions about their rights and obligations under USERRA should contact a veterans' service representative at any state Job Service office or call (800) 442-2VET.

Army News Service (from a Dept. of Labor release)

Mission changes under Success 2000

As announced at the Annual Leaders Conference, retroactive to 27 Sep 94, the three Regular Army mission categories are reestablished as follows:

- Grad Alphas (high school diploma graduate TSC I-IIIAs).
- Seniors.
- Other (all open categories not included in the Grad Alpha or Senior categories).

Substitution rules are as follows:

- The Grad Alpha category substitutes for the Senior and Other categories.
- Senior TSC I-IIIAs (male and female) only substitute for the Other category.

Additionally, a new missioning methodology will be employed in 2d Quarter, FY 95. This new methodology is designed to reward successful DEP maintenance and high contract achievement.

Simply stated, the command is using its accession mission as a baseline contract mission, then adding back in production shortfalls and DEP losses (percentage) for the previous six months. The higher the production accomplishment and the lower the DEP loss rate, the less add-on contract mission a unit will receive.

These changes are designed to increase station success and meet the Army's needs. They are made possible by the higher-than-expected FY 95 entry DEP, high ratio of grads to seniors in the FY 95 entry DEP, and the high percentage of TSC I-IIIA contracts placed into the FY 95 DEP.



RJ survey results

We asked for it, we got it. Last August, the ***Recruiter Journal*** staff sent out its biannual Readership Survey, as required by regulation. Out of 2,000 surveys sent out to the brigades, battalions, companies, and stations, 829 surveys were returned, which is approximately a 40 percent return rate.

Now the results are in and inquiring minds want to know how we fared. While the ***RJ*** scored largely in the upper ranks, based on your responses, we learned some interesting things about you as well as about the ***Recruiter Journal***. Read on.

Based on returned surveys:

- RJ readers are 75 percent active Army, 13 percent Reserve, and 12 percent DA civilians and family members.
- Almost 85 percent of you receive the ***RJ*** through distribution, with over 13 percent seeing in the office reading file.
- Compared to other publications you receive, more than 62 percent said the ***RJ*** was about the same, 23 percent said somewhat better, with 7 percent feeling the ***RJ*** compares much better and 1.3 percent think it's much worse.
- As for how useful you find the ***RJ***'s information, this was an important question for the staff, as our purpose is to provide you useful information. We were very glad that more than 75 percent find the ***RJ*** useful and a reliable source of news, but sorry that only 25 percent read the whole thing.
- The votes were almost equally divided about whether or not the ***RJ*** provides the right amount of family issue coverage.
- While only 5 percent responded that they felt the ***RJ*** content was below average, almost 50 percent rated our photography and illustrations only average.
- Almost 75 percent of our readers are recruiters; 87 percent are male, 13 percent responded female. Almost 50 percent have been in their duty position 1-3 years.
- About 38 percent of our respondents have been assigned to USAREC 1-4 years, with almost 20 percent responding that they have been in the command less than 1 year.
- As for the ***RJ***'s various features, 85-90 percent of your responses indicate you rate them interesting.

Thanks to all who participated. The ***Recruiter Journal*** is *your* magazine; we are always happy to hear from our readers with ideas, suggestions, and comments

New Recruit Survey

■ By now all MEPS should have received the FY 95 New Recruit Survey for regular Army. The FY 95 New Recruit Survey for the Army Reserve was sent out the first week of November. MEPS should send all completed surveys to:

HQ USAREC
ATTN: RCPAE-RP-MR
1307 Third Avenue
Fort Knox, KY 40121-2726

Point of contact, PAE is MAJ Lewis at extension 4-0417.

Make-A-Wish hoax

■ Recently, battalions have received requests that recruiters send their business cards to Craig Shergold, in care of the Children's Make-A-Wish Foundation. Regrettably this story is a hoax. The address given for mailing is Atlanta.

There is, however, a real Craig Shergold, who did have a brain tumor and did request that greeting cards be sent to him so that his name would appear in the Guinness Book of World Records.

In 1990, Shergold, then aged 8, received over 15 million greeting cards, thus gaining mention in the record book. In 1991, Craig underwent successful radical surgery. He is expected to lead a full and normal life.

Although the Children's Make-A-Wish Foundation, a reputable and admired charity based in Phoenix, Arizona, was initially instrumental in Shergold's quest, it no longer has any interest or desire in collecting either business or greeting cards. Likewise, the Shergolds, now residing in England, request that no further cards be sent.

Wanted: SF recruiters

■ The Special Forces Recruiting Team (SFRT) is looking for recruiters to fill existing vacancies on the SFRT.

The mission of the SFRT is to recruit for Special Forces (SF) from the active duty Army market to meet the present and future personnel requirements of the US Army John F. Kennedy Special Warfare Center and School and the Special Forces Command.

The following are prerequisites for assignment as an SF recruiter:

- Possess primary military occupational specialty of 00R.
- Grade of staff sergeant (promotable) or sergeant first class.
- Male, airborne qualified or willing to attend Airborne School.
- Gold Recruiting Badge or higher recruiting award.
- Self-motivated and able to perform assigned duties with minimum supervision.
- Articulate, exhibit outstanding military bearing, and demonstrate exceptional professionalism.
- Have a minimum of of one year station commander experience.

Additional prerequisites are found in USAREC Regulation 601-102, Special Forces Inservice Recruiting, paragraph 7.

If you are interested, mail a copy of your DA Form 2A, DA Form 2-1, and DA photo to:

Commander, HQ USAREC
ATTN: RCRM-SM-SF
Bldg. 6580
Fort Knox, KY 40121

The POC is CPT Grover, DSN 464-8385/0793 or 1-800-223-3735, ext. 4-8385/0793.

USAREC enters the info highway

■ In 1995, for the first time USAREC will enter the information highway to reach the high-tech prospects and influencers who have modems and will travel.

The interactive test under development is two-phased. The first phase involves a "classified" listing for the Army Nurse Corps through E-Span.

The second phase will be an "Army Tool Kit" on how to finance college, offered as a "mall" through CompuServe. The tool kit will have a worksheet that allows the interactive shopper to calculate the expense of college and how much different Army programs can help to offset that expense. Active, Reserve and ROTC will all be featured in it as ways to finance college. The possibility of getting the tool kit on disk for distribution outside of the interactive environment is also under investigation.

Look for details and samples of the prototypes in the February ***Recruiter Journal***.

The effective leader

A question often asked by soldiers is, "What does it take to be an effective leader?" There is, of course, the book answer: "A soldier who accomplishes the mission by applying his leadership attributes (beliefs, values, ethics, character, knowledge, and skills)." Being an effective leader in America's Army today is a greater challenge than ever before. As our ranks continue to shrink along with our budget, we are required to do more with less. The challenge of leading in the 21st century will be very complex, to say the least.

Do you remember the leaders we looked up to when we were young soldiers? What was it they had that set them apart and made them leaders? A leader is not any one thing, but a combination of many things, most of which cannot be learned from a book but must be gained through years of experience. Remember how we all wanted to be like those leaders someday?

Do you remember the leaders we looked up to when we were young soldiers?

First, remember appearance. The leaders always set the example. No one ever had to remind them that they needed a haircut or a new pair of pants. They took great pride in their appearance and it always showed.

It seemed that our leaders were always there. They reported to the unit early. They put in long days, either in the motor pool, on the rifle range, or in the station, ensuring the job was done.

Our leaders always had a positive, can do attitude, which was the driving force behind our unit. They always gave their best in everything they did, both for the Army and their soldiers. They molded our unit into a team. They were always willing to pitch in and help whether you were digging a fighting position or greasing truck bearings.

Recruiting is no different; as a leader you must make your soldiers feel good about themselves and their contributions to the recruiting effort. Remember what it was like to have a lean month? There were plenty of people who would give you reasons why you weren't making mission. A recruiter needs someone to help through the crisis, not add to it.

Recruiters put enough pressure on themselves when they aren't producing. A leader is always there when his soldiers need him, regardless of the circumstances. Leaders may need to roll up their sleeves and provide assistance, or just give their recruiters a sympathetic ear to bend.

Whether you were bore sighting a mortar or trying to make an appointment on the telephone, an effective leader would take the time to train you properly. They would then go through it with you again to make sure you had it right. Station commanders know how to perform all recruiter tasks and are willing to share their knowledge. They take the extra time to accompany a recruiter on a house call or help a recruiter telephone prospect. Just as sergeants major train and mentor their first sergeants and first sergeants their station commanders, a leader will train his or her subordinates to assume the next higher grade.

An ineffective leader drives; an effective leader leads. An ineffective leader relies on authority; an effective leader relies on cooperation. An ineffective leader says "I"; an effective leader says "we." An ineffective leader creates fear; an effective leader creates confidence. An ineffective leader knows how; an effective leader shows how. An ineffective leader creates resentment; an effective leader breeds enthusiasm. An ineffective leader fixes blame; an effective leader fixes mistakes. An ineffective leader makes work drudgery; an effective leader makes work interesting.

In closing, we must look back at those leaders who shaped our careers and made us what we are today. Our new recruiters are looking up to their leaders just as we did ours. We should all take a look at ourselves and see if we measure up; if not, we must ask ourselves how *we* can improve, to train and help our soldiers be the very best recruiters they can be. It may take some work to get back that feeling, but it's there in each of us.

Comments or suggestions for future articles? Contact MSG Maddox at 1-800-223-3735, ext. 4-1440.

Sharing good ideas

Good ideas within the public affairs community are meant to be shared. A random calling of a few battalions within USAREC turned up these marketing tidbits:

Window stickers — Baltimore Battalion asked the Recruiting Support Command to produce removable window stickers for recruiter GSA vehicles. The bright green decals come in two sizes - 27" x 5" for display on the rear window and 12" x 14" for a side window. The horizontal sticker, used much like a college banner, reads "Army. Still the chance of a lifetime." The side window sticker, which can be localized with a recruiter's telephone number, lists Army opportunities. First Brigade adopted the idea and distributed stickers to battalions in October. The stickers are especially effective in drive-through lanes at fast-food restaurants, says Carol Haubrich, A&PA chief.

Employment ads — Columbus Battalion lists military job descriptions with the Ohio Bureau of Employment Services. People looking for jobs that match what the active Army offers are referred to the battalion A&PA shop, which in turn refers the lead to a recruiter. A similar program listing Army Reserve openings is in the works.

JROTC color guard — Phoenix Battalion has been successful in getting local JROTC color guard units to perform at sporting events, including spring training baseball games for the Oakland Athletics and pre-season football games for the Phoenix Cardinals. Initiating the program was a letter from the A&PA shop to the various teams. "The high school kids love the chance to perform," notes Charlotte Ward, A&PA chief. In a pinch, recruiters themselves form a color guard.

Partners in Education — Chicago Battalion has written a 10-page brochure for high school guidance counselors on educational opportunities in the Army, including ROTC, nursing and language training. The letter-sized brochure, titled, "Partners in Education and Personal Development," is basically a rewrite of the pocket-sized Recruiting Guide, says Sherry Henderson, A&PA chief. The cover of Chicago's brochure is personalized for each school. On page 2 a pledge of commitment between the recruiter and counselor reads, in part, "Our goal is to instill a sense of responsibility and a positive work ethic in the students." In at least one recruiting company the commander, with a recruiter, delivers the books to high school counselors.

Public Service Announcements — San Antonio Battalion writes radio PSAs to promote upcoming events, such as the Golden Knights, Army Field Band, TAIR, etc. The scripts are given to recruiters for delivery to area stations. "It gives the A&PA shop a lot of credibility because recruiters see something physical coming from us," says Charles Bielak, A&PA chief. His staff wrote about 20 different scripts in FY 94. Bielak says the battalion got a good amount of air time in smaller markets, and even an occasional play in San Antonio.

One-page RPIs — Oklahoma Battalion produces flyers it calls "remarkable one-page RPIs." Separate handouts address active and Army Reserve benefits. Included is a copy of the recruiter's business card. "The flyers are very popular with recruiters," says John Moss, A&PA chief. "We think of them as quick, cheap RPIs." The copy is lifted from agency-produced materials with clip art added for pizzazz.

Foot in the door — Dallas Battalion ran an article in its CI newspaper with tips on how to make headway at hard-to-penetrate high schools. One Spanish-speaking recruiter, the article explained, works as an interpreter at a school with a large Hispanic student body whose parents speak little or no English. Another recruiter each month tapes a five-minute segment on Army opportunities for the school radio station. A third recruiter had success when he met with student body officers, not just school administrators.

Every battalion has its tricks-of-the-trade. Please share them by calling MAJ Mike Burbach, HQ USAREC, DSN 464-0504, or commercial (502) 624-0504.

The recruiting challenges ahead

—The 1994 Annual Leaders Conference

by Vernetta Garcia, RJ Staff

Building for success into the 21st century — the overall theme of the 1994 Annual Leaders Conference. The leaders of USAREC, the headquarters command group, along with brigade and battalion commanders, command sergeants major, and sergeants major came together at Fort Knox in November to discuss leadership and the many recruiting challenges ahead in 1995 and beyond.

In his opening remarks, USAREC commander MG Kenneth W. Simpson emphasized the need for hard work on Success 2000 and his drive to empower the station commander. He also wants to ensure recruiters have the tools to work smarter, and he strongly emphasized not wanting a repeat of last year's urgent struggle to get graduates.

COL Stewart K. McGregor, USAREC chief of staff and 3d Brigade commander, kicked things off with an update on the command, how USAREC performed in FY 94 and production projections for FY 95. "1995 will be a year of transition for recruiting. We must position our organization to face the challenges that lie ahead," McGregor said.

In his briefing McGregor reviewed logistics, statistics, advertising, and resources. He said it was important to meet the FY 95 mission goals (70,000 for Regular Army and 42,000 for the Reserve) by May 1995 and that, so far, the command is off to a good start. He reiterated the Success 2000 fundamental principles: simplify the mission process, empower the station commander, enhance teamwork at the station level, and improve productivity.

> ***"1995 will be a year of transition for recruiting." COL Stewart K. McGregor***

But this conference decidedly strayed from the typical agenda of briefings and staff updates. Instead, it provided an opportunity for leaders to come together, share ideas, and express concerns. The leaders were divided into three small work groups and participated in three separate workshops: open forum, improving productivity, and building for success.

Open forum

In this workshop leaders were able to bring out issues and concerns. The topics discussed in this workshop covered a wide range of issues, from cellular phones for recruiters, purchasing furniture for stations either through surplus or to mass order hi-tech equipment, to the glitches in the RPI distribution system and what is being done about it. Headquarters directorates were on hand to give immediate feedback and to offer resolutions to certain issues.

Improving productivity

This workshop asked leaders for specific methods for improving production — methods that are in line with the Success 2000 program and that prepare the command to deal with the projected mission increases for the fiscal years ahead. Ideas were bounced around, such as renegotiation authority for battalions, a ship bonus for applicants,

and bonuses for successful recruiters. They also reviewed and voted on methods for recognizing recruiters, station teams, and battalions on a monthly basis.

Building for success

Building for success focused on developing winning recruiters, identifying methods for measurable improvement, recruiter incentives, and positive commander feedback. Leaders exchanged ideas that they use and work in their brigade or battalion. Commanders felt strongly about involving the families by either sending a letter to the spouse when the recruiter made mission or acknowledging the work of the family support volunteers at the annual training conference. They discussed recruiters working on their education while working the graduate market, using their talent to get involved in the community, and bringing station commanders together to teach leadership skills and how to be good commanders.

After each workshop, MG Simpson was given a short after-action review. Topics were reviewed and many were passed on to headquarters staff to be resolved.

There was a lot of positive feedback on the new format for this conference. Many felt it allowed a free flow of constructive ideas and resolutions. According to LTC Bill Harkey of the USAREC Training Directorate, many of the after-action reports had glowing remarks to share about the conference.

CSM Donna Montgomery, 1st Brigade, mentioned it was a pleasant change from past years and that she enjoyed the very useful sharing of information between commands.

Recruiters should soon see the positive effects of the conference. One immediate change that came out of the conference was the change of mission categories and mission procedures (see News Briefs, page 4). This change expands a recruiter's opportunity to be successful. It is designed to reward successful DEP maintenance and high contract achievement.

Besides the workshops other leaders, civilian and military, joined the conference to praise the entire Recruiting Command for its efforts and to give commanders insight into the challenges that face them. There was Danny Cox, a motivational speaker; LTG Theodore G. Stroup Jr, Deputy Chief of Staff for Personnel; Sergeant Major of the Army (Ret.) Glen E. Morrell; BG Arthur Dean, Forces Command Deputy Chief of Staff for Personnel and Installation Management; and MG Max Baratz, chief, Army Reserve. A performance was given by country and western singer Dean Chance during the conference.

During an evening banquet an inspiring talk was given by the guest speaker, LTG Stroup. He praised the recruiting force for their efforts and recruiting such a quality force. He explained it's not easy for recruiters. "You live in the world of people, but you have to deliver a world of numbers on a daily basis. You're at the cutting edge for our Army for tomorrow's future," Stroup said. "Quality people, for America's Army, is its very essence."

Stroup recalled the many quality soldiers who have fought and died for America. During recent conflicts and with each conflict, the Army's mission was altered. America's Army has changed into an army "that is moving forward into post world war (circumstances) that we still don't understand. That lack of understanding makes your job with your on-line recruiters triply hard on a day-to-day basis," Stroup explained.

"America's Army is not like any other in the world, and you're part of that, you're part of that on a daily basis," Stroup said. America's Army must continue to stand tall, so recruiters must continue to go about their job of recruiting a quality force.

The leaders of the command agreed. If the Recruiting Command is to be successful and meet its mission of enlisting qualified men and women to meet the accession requirements of the Army then recruiters must be successful and remain the winners they truly are.

"You live in a world of people but have to deliver a world of numbers on a daily basis."
LTG Theodore G. Stroup Jr, Deputy Chief of Staff for Personnel

Top dogs have their day

A highlight during the Annual Leaders' Conference was the recognition of the top brigade and battalions. The 1st Recruiting Brigade and Baltimore Recruiting Battalion won top overall honors for FY 94. But Columbia, Jacksonville, Miami, Montgomery, New York, and Raleigh Battalions also proved to be top winners in USAREC.

"One of the brigades had to be the top producer in the command and, if that was case, it might as well be us," said COL Patrick Snapp, 1st Brigade commander.

CSM Donna Montgomery of 1st Brigade said it took teamwork and dedicated, hardworking recruiters to become number one. Snapp agreed and explained it was a unified effort and total cooperation all the way through battalions, through companies, through stations, down to recruiters for them to be successful.

The brigade's numbers definitely show their hard work. Recruiters at 1st Brigade produced 92 percent of the Regular Army mission and 103 percent of the Army Reserve mission. They were superior in the nurse arena: 176 percent Active nurse, 116 percent Reserve nurse. And they averaged 110 percent of special mission assignments for Army Band, Warrant Officer Flight, Reserve Officer Training Corps, and Technical Warrant Officer categories.

"I would like to thank our recruiters for all their hard work and dedication during FY 94, and tell them the brigade leaders will continue to work hard for them. The award we received belongs to them — all of them," said Montgomery.

"Our NCOs down at the rubber-meets-the-road level — first sergeant, station commander, and recruiter — they made the difference. Thanks to their hard work the brigade is a winner. They are my heroes and always will be," Snapp said.

The champion battalion made an outstanding showing. The recruiters of Baltimore produced 109 percent of the RA mission and 121 percent of the Reserve mission. Their incredible nurse mission came in at 243 percent Active and nurse Reserve was 188 percent. They broke the bank on the special mission assignments with an average of 248 percent.

So what made Baltimore Battalion successful? A commitment from all assigned members of the organization, the commissioned officers, the noncommissioned officers, and the civilian staff was a key to the great success in Baltimore said SGM Eugene Culpepper of Baltimore Battalion. "Every station commander and recruiter in the battalion understands there is nothing more important than the person being processed on the floor — take every contract personally."

"We rely on the basics: prospecting, enforcing standards, sales, rewarding success, and teamwork," said LTC Willie Harrison, Baltimore Battalion commander.

"The battalion is number one because everybody did their part, from the battalion staff to the A&PA folks, down to the smallest station, everybody pulled their share. But it's the recruiter and the station commander who made it," said Harrison.

And of course, 1st Brigade and Baltimore are both planning to carry their success into FY 95. They will continue to do what works, only better, with the Success 2000 policy strong and intact.

"We want to capitalize on the Success 2000 program; we see it as a continuation of where we're headed in FY 95. A lot of the things in Success 2000 are things that made us successful in FY 94. We are just going to do it better," said Snapp.

Culpepper said, "Baltimore is going to continue to process and prospect, simultaneously; we're not going to do anything different other than follow the letter of the law on Success 2000 and continue to win!"

Congratulations to all recruiters. When USAREC is successful, everyone in USAREC is successful.

1st Brigade Production FY 94

RA Mission	92%
USAR Mission	103%
Active Nurse	176%
USAR Nurse	116%
Special Missions	110%

Going places and doing things

— *One year as the top recruiter*

by Pearl Ingram, RJ staff

Just the luckiest guy is the way SFC Michael A. Diestel describes his year as Recruiter of the Year. Out of nearly 5,000 recruiters, Diestel won the title Regular Army Recruiter of the Year last December.

"There are a whole lot of people who are the best," he says. He never fantasized that it could happen it him.

The first thing Diestel wanted to do as USAREC's recruiter of the year was go to airborne school. "I had put in a packet to go in December 1991, but got picked up on orders to go to recruiting. That (airborne school) was the biggest reward I got out of the whole thing (recruiter of the year). The biggest problem I had (with airborne school) was digging out my BDUs."

> ***"NCOs can make anything happen."***
>
> ***SFC Michael Diestel***

Along with jumping into airborne school, Diestel aced ANCOC. "It was an extremely exciting year," he said. "I had an opportunity to take my wife to Washington, D.C., received the Secretary of the Army Award, and toured the Pentagon. The hotel accommodations were incredible. I was glad that my wife was a part of that."

In addition to visiting the nation's capital, he flew to Las Vegas and met other top enlisted soldiers. Later Diestel flew to 1st Recruiting Brigade, where he participated in a question and answer session in filming the state of command tape.

Later, he traveled to the Recruiting and Retention School and talked with rookie recruiters. He charged them up with, "NCOs can make anything happen." He told them, "If you believe in what the NCO Corps represents, then you will never have a problem with recruiting."

Last month, Diestel flew to Washington, D.C., for the AUSA Convention where retired GEN Colin Powell was the banquet honoree. Individual forums set up during the convention gave soldiers time to talk with the Sergeant Major of the Army, Chief of Staff of the Army, and the Secretary of the Army.

Diestel says, "The attitude of folks in recruiting is positive." He especially likes the idea behind Success 2000. "I haven't heard anybody put it down," he added. "In the Army you are part of a team. Success 2000 takes full advantage of what we have been taught. I think it's going to work." Diestel's real question is "What took them so long?"

Diestel says the whole attitude in his office changed after the introduction of Success 2000. "Everybody in the office is asking how are *we* going to get this done," said Diestel. "Before it was how am *I* going to get it done?"

Although he spent more than four months away from his recruiting desk, end-of-year numbers

show he exceeded mission at 180 percent. In fact, everybody in the Oceanside, Calif., station earned 100 percent or better.

"My tour in recruiting is coming to an end," Diestel concluded. He has spent three years on recruiting duty and will depart for tropical Panama and a return to military police work in January.

"I didn't mind the challenge," he says. "Some people said there is no way you can earn the recruiter ring in 36 months. I did it in 24 months."

during a visit to the Secretary of the Army's office. In addition, the Reserve Recruiter, the National Guard Recruiter, the Retention NCO — RA and Reserve — and the Transition NCO of the Year also accepted awards.

While in the Pentagon, Ralston did a little TDY recruiting. "I got a referral from a general at the Pentagon," he said. "He knew a young man in Buffalo that I talked to and ended up putting him in."





Secretary of the Army Togo West presents SSG David R. Ralston the Secretary of the Army Award for Excellence. (Courtesy photo)

SSG David W. Ralston, USAR Recruiter of the Year

Success, travel, promotion, excitement, all these and more happened to SSG David W. Ralston during 1994. It started with the award of USAR Recruiter of the Year in December 1993.

"It's been a successful year," he said. "I was a lot busier due to the trips, and there is no mission reduction."

A sergeant at the time of selection for USAR Recruiter of the Year, Ralston was promoted to staff sergeant in February. He said, "I'm going to carry on with my success and make E-7. I'm hoping to be selected for ANCOC and get that out of the way."

He traveled to Washington, D.C., and met GEN Gordon R. Sullivan, Chief of Staff of the Army, in May. Sullivan solicited input from recruiters during the forum. He accepted the Secretary of the Army's Award for Excellence from Togo West

The three-day trip to Las Vegas for the NCOA convention was "fantastic" said Ralston. He traveled to Fort Knox for the USAREC leaders and former leaders seminar in March. "I got to hear from the horse's mouth how recruiting was going," he said. This turned into an opportunity to answer questions on how things were going from a recruiter point-of-view.

"Everybody should strive to obtain this title," said Ralston. "I know that there are others who recruited more people than I did. There is a lot of luck involved."

Ralston ended the year at 133 percent. "A little under last year," he said, "but it was a very enjoyable year."

SFC Bonnie M. Trapp, Nurse Recruiter of the Year

Change, change, and more change. Change one: The Nurse Recruiter of the Year is no longer SSG Bonnie M. Armstrong. SFC Bonnie M. Trapp now sits in the seat of station commander, Phoenix Nurse Recruiting Station.

Armstrong changed her name to Trapp when she married on February 7. Then she departed February 13 for the Army's Shades of Green resort near Orlando, Fla., where Sergeant Major of the Army Kidd hosted the soldiers of the year. She was chosen to represent 6th Brigade for the three-day stay, which included Walt Disney World at no charge. "It was my honeymoon," she said. "There was a sweetheart dinner on February 14, a pig roast at the reception, and food from every land."

Shades of Green is the former Disney World Hotel. "The hotel is beautiful, with two pools, sits on a golf course, deluxe accommodations with patio or balcony, plenty of room for the whole family," said Trapp.



GEN Gordon R. Sullivan, Army Chief of Staff, talks to Recruiters of the Year and ring recipients at the 1st Recruiting Brigade ring ceremony.

Change two happened in May of this year. Trapp's rank changed to sergant first class. Along with the added rank on her shoulder, additional square miles extended her recruiting territory. Adding the Albuquerque Company took her area from 142,000 square miles to 257,000 square miles.

More change came as 91C licensed practical nurse and respiratory therapist recruiting began. "The morning after our first newspaper ad ran we had six telephone calls," said Trapp. "Out of the six, I have one that is qualified. I feel this mission will be a great challenge."

Only one RPI was out at the time the mission reached Trapp. She said, "I am finding out where the schools are and I am doing research. We thought the mission would start in second quarter,



Secretary of the Army West presents Regular Army Recruiter of the Year SFC Michael A. Diestal the Secretary of the Army Award for Excellence. (Courtesy photo)

"Something that will stay with me all my life."

SFC Bonnie M. Trapp

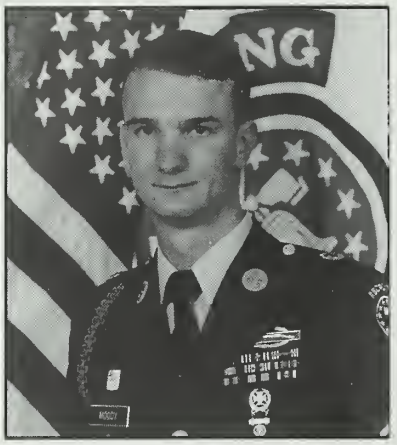
but we were told first quarter. Once all the posters and RPIs come in, it will be easier."

Only one wish didn't come true for Trapp. She said, "I had hoped there would be more events to go to with Army nurses. For example, I would have liked to attend the National Student Nurse Association Convention where the Spirit of Nursing award is presented."

Her time as Nurse Recruiter of the Year was a great experience, she said, "Something that will stay with me all my life."

Of course the best came at the end. She made combined mission box, overproducing by 300 percent Regular Army and by 200 percent Reserve.

SSG Peter A. Moody, New Recruiter of the Year



Volunteering turned into magic this year for New Recruiter of the Year SSG Peter A. Moody.

"I went out with the ROTC for two weeks for their JROTC summer camp in Reno. They needed somebody to help run the rappel tower. I had a good time doing that," said Moody.

This opportunity resulted in getting to know the high school counselors as well as the JROTC counselors. "A lot of contact time," Moody said, "and a lot of the students remember me." In addition, the Gold Strike ROTC Region commanding general awarded Moody a certificate of appreciation.

"I'd rather be out where the rubber meets the road," added Moody. "Most people I put in the Army, it is by talking with them on their turf."

However, Moody did not stop with volunteering for ROTC. He gets out and goes to ball games, and he assists in coaching. "Basically," he says, "give, give, give, to the community. It takes a lot of giving before it pays off."

Moody also involved himself in the Job Corps Center. "Since that time I have put in nine to 10 people," he explained. Job Corps Centers assist 16- to 24-years-olds in finishing high school and getting into vocational programs. Not all students qualify for the Army according to Moody, although enough are qualified that the Job Corps Center has a JROTC.

"I finished the year with 180 percent GSA," said Moody, "not as good as last year when I had 300 percent." One of the things that Moody feels hurt GSA production was Operation Grad. He says that some recruiters got away from the senior market during that time. "The other services really got up on us in that two or three months," he said.

Moody feels that part of his success comes from growing up in the infantry — the discipline and drive they instill. "I have not met an infantry soldier who has not been successful," he says.

"Recruiting is fun," he says, "I make it fun. I don't get tied up into thinking I am not going to make it. If I get toward the end of the month and I haven't made it, I will just work later." Moody said the first year was long hours.

"The first year was a real challenge," said Moody. "This year has not been as big a challenge. Training new recruiters has added a little more spice," he added. Recruiters in his station have transferred, leaving himself and the station commander as the old timers.

At the two-year mark in recruiting, New Recruiter of the Year SSG Peter A. Moody says, "I found out on the last board that I got picked up in the secondary. I am looking for a job as station commander."

1994 Recruiter of the Year Selection

This year's board will be at Fort Knox, December 6, 7, and 8.

The categories will be:

RA Recruiter of the Year

USAR Recruiter of the Year

RA Nurse Recruiter of the Year

USAR Nurse Recruiter of the Year

New Recruiter of the Year

Soldier of the Year

Guidance Counselor of the Year

The Exhibitor of the Year and the Instructor of the Year will compete under the Soldier of the Year category. The First Sergeant of the Year category has been dropped.

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

Having been briefed on Recruiter 2000 and the cause of it (USAREC being successful while 80 percent of recruiters failing) I have to admit to being very disappointed. It appears USAREC is using sleight of hand and juggling techniques instead of looking at reality. I'd like to preface this by saying I am a successful three year recruiters who has never failed to achieve annual mission in a tough recruiting battalion.

USAREC's solution says that if 80 percent of the stations (4 of 5) in our company are mission, the company is successful. Simple math then tells us that if USAREC needs 100, they will mission us for 120 so all stations can be successful and they still make it. This is probably the minimum they will mission us for since USAREC tends to plan for failure. This will mean that USAREC will not only predict failure (not achieving 100 percent mission), but will also be the cause of failure. Increase anyone's mission by 20 percent and you will see more failures. You'll see a lot more people fail with missions (per recruiter) of three instead of two. Of course this only takes into account the base 20 percent increase between success and what is actually needed. In all likelihood I expect to see a 33 percent or more increase.

What would happen is USAREC honestly missioned us for what was actually needed? I believe, being all NCOs with a certain level of success, the failure rate would drop considerably. As I said, it's far more likely that people would roll a two as opposed to a three. Failure rate would probably drop from 80 percent to 20-30 percent. And, being all NCOs who want to impress, go that extra distance and excel, you would expect that the studs out here would OVERPRODUCE, making up that shortfall of the others. In time, morale would improve (something I'm sure that has shown to be deficient) and the failure rate would further drop and OVERPRODUCTION would increase.

I can't help but relate USAREC's current manner akin to the supermarket that raises something 10 percent in price and then puts it on sale for eight cents off. Honesty has always been the best policy and it seems USAREC has forgotten that by calling success 80 percent, taking away a main incentive to overproduce and raising missions by the 25 percent, you will have more, not less recruiters making their annual mission.

USAREC's Recruiting 2000 not only predicts failure (of 100 percent box), but in fact predicates it. Let's work on something that doesn't make our NCOs out to be less than what they are - NCOs. Mission us for what is actually needed, call success 100 percent and watch the results. Recruiting 2000 is a solution to a problem, but it is not the right solution and could, in fact, worsen an already bad situation.

The Chief of Staff responds:

Success 2000 builds upon the belief that teamwork is superior to individual effort at station level. Consequently, each recruiter in the station, irrespective of individual accomplishment, benefits when the team is successful. This concept allows the station commander the flexibility to task organize the station to best accomplish the mission with the available resources. The intent is for leaders to focus on individuals and stations who need training and assistance rather than continually asking the overproducers to "write just one more for the company or the battalion."

A mission increase for recruiters and stations is not part of the implementation plan. As in the past, missions will increase for recruiters and stations only as the Department of the Army's requirements for the command increase. A common misconception is that mission is based upon the number of recruiters in a station, and by increasing or decreasing the number or recruiters, the mission changes accordingly. The Recruiter Zone Analysis (RZA) determines the number of recruiter authorizations and is based upon DOD production. Increasing or decreasing the number of recruiters in a station without an RZA does not affect the market and hence the mission for the station.

The monthly accession mission precludes the

command from missioning solely upon what is actually needed. Natural disasters, DEP losses, and unforeseen absences for school or emergencies are some of the reasons that require an insurance level in the contract mission which exceeds the accession requirements for Department of the Army.

A recruiter writes:

The way I see it, we are wasting money (lots of money) to train Reserve recruiters at the 00R ANCOC. Why do we bother to do this? They can't be a station commander, and in some places they can't even be an assistant station commander.

Take me for example, I went to 00R ANCOC the second class to go through. I was assigned to a large station where there are three TTE recruiters, the station commander and myself, a OOE. The assistant station commander is on TTE. My desk was moved to the back of the office, reason being a Reserve recruiter does not need to be up front.

I'm told that I am not a second class citizen. However, I still feel I am a second class citizen! Information vital to making my mission is withheld from me. I'm not informed about scheduled events. This bothers me. Upon being promoted to sergeant first class, I was informed by another sergeant, "It's easy - they promote everyone in the Reserves." The Army is better than this!

We need to use the assets available to us, be it RA or USAR; it shouldn't matter. A qualified soldier is a qualified soldier! We need to stop the discrimination against our soldiers. For all reasons — we are a smaller Army now, and everyone needs to work as a team - not us and them. I just could not tolerate this any longer without speaking out. We all need to be all we can be.

The Chief of Staff responds:

Thank you for your comments. However, I take exception to your statement that sending Active Guard Reserve (AGR) soldiers to 00R Advanced Noncommissioned Officer Course (ANCOC) wastes money. Continued military education is imperative to sustain readiness and provide upward mobility. Advanced Noncommissioned Officer Course is one of the steps afforded to the enlisted soldier whether RA or USAR to maintain a state of readiness and provide an avenue for promotion.

According to the Recruiting and Retention School, the Recruiting ANCOC had consisted of five weeks core prior to October 1, 1994 and now consists of three weeks and three days core. This covered/covers common leader skills and common leader combat skills. This instruction covers the common areas for all soldiers, RA and USAR. The track portion of recruiting ANCOC consists of five weeks. Of all subjects/areas covered during the five weeks, only 15 hours specifically pertain to a station commander.

In regards to the second part of your comments, under the 1994 Department of Defense Authorization Act, Public Law 103-60, section 412, states in part: "Within the end strengths prescribed in section 411(a), the Reserve Components (RC) of the Armed Forces are authorized , as of September 30, 1994, the following number of Reserves to be serving on full-time active duty or, in the case of members of the National Guard (NG), full-time NG duty for the purpose of organizing, administering, recruiting, instructing, or training the RC's."

The commander of USAREC has also stated in memorandum, June 13, 1994 that (in part), under federal law, AGR personnel may only be used in support of RC functions or activities. Assignment of duties which primarily assist or benefit the Active Component is inconsistent with Congressional intent and is not authorized. Active Guard Reserve personnel may not be assigned supervisory responsibility for RA personnel. Therefore, they may not serve in positions such as company commander, first sergeant, station commander of a station with an RA mission, battalion staff principal, or property book officer. They may not be given these duties even on an acting basis.

I understand the frustration our AGR recruiters experience when their assignment opportunities are limited by this policy. However, it is in the best interest of the USAR to ensure the scarce AGR assets are focused on their enlisted accession mission. I encourage you to continue evaluating our Army and how we can continue to make improvements.

How do you see it? Send your comments on the form on page 21.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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The way to do business

— *From the Command Sergeant Major*

1995 is going to be an exceptionally exciting year in USAREC. We've created a new brigade, embarked on a new way of doing business through Success 2000, and will finally be moving into our new permanent headquarters. I, for one, am looking forward to these positive changes.



Let me take this opportunity to personally thank all the soldiers and civilians of this command for their untiring efforts, which made USAREC successful in FY 94. The Chief of Staff of the Army and Sergeant Major of the Army also asked me to express their thanks to each and everyone of you for a job well done.

Success 2000

I mentioned a new way of doing business through Success 2000 and would like to discuss my feelings regarding this new management system and how it will affect you soldiers out in the trenches. Success 2000 does not change the basic recruiting process, only the management process. The recruiting regulations affected are being updated and reprinted as we speak, but remember none of these changes affect putting people in the Army or leading soldiers. So don't wait to see what has changed in the regulations; continue to prospect, tell the Army story, close the sale, process the applicant, and put someone in the Army.

What I'm telling you is regulations do not put people in the Army, recruiters do. So do it.

I personally believe Success 2000 is a great system because it allows the recruiter to operate freely within the station zone, and most importantly, stimulates teamwork within the station. The only ingredient we as leaders need to add to make this a winning recipe is recruiter stabilization. The one thing that can single handedly destroy a recruiter's performance is his inability to establish himself in the community. We move our people in and out of communities and schools so often that we are often looked upon by the community and school officials as fly-by-night traveling medicine shows.

It's a proven fact that an outstanding high school program will reap benefits for years to come. So it's important to have the same recruiter start and finish the school year. After all, the goal of the recruiter in the high school is to tell the Army story to everyone, including the teachers and staff. You can't expect to accomplish that goal when you change recruiters two, three, or more times a year and that's why I'm a firm believer in the two-recruiter system.

All high schools should have a primary and alternate recruiter assigned. There should never be a time when the school is left unattended or serviced by a new or fill-in recruiter who has to establish their credibility, wasting precious time and precious contracts.

We should also see a decrease in DEP losses. Remember, in Success 2000 a DEP loss not only affects the recruiter responsible but also the success of every recruiter in that station. Recruiters will pay more attention to each other's DEPs. Teamwork will now be the key to success in recruiting, and I believe it will rekindle a healthy competition between stations, companies, and battalions.

The one person most directly affected by Success 2000 is the station commander. He now has full run of the station and is going to require some intensive training to accomplish his expanded mission.

Training film

The Training and Plans Directorate at USAREC has developed a training film, "Success 2000," that provides some good suggestions on how to run recruiting stations. The film explains about station meetings, the station commander as a production manager, and how everybody works to achieve the same goal. Keep in mind that Success 2000 was developed to instill teamwork among our recruiters in stations.

This is what I see working well in the field:

- Soldiers going on house calls together,
- Interviewing applicants together, and
- Going to high schools and colleges together.

As long as we promote teamwork at station, company, and battalion level, we will always succeed — that's the Army way.

You know, recruiting had a program much like Success 2000 some 20 years ago. So we aren't reinventing the wheel here, we're only taking it out of the garage and reinstating something that worked before. Back then the station commander gave the recruiters the mission, and like today, there were schools of responsibility and areas of responsibility, but basically it was open zone recruiting. Recruiters worked together to accomplish both their mission and that of the station. You could always count on another recruiter to help you get an enlistment or speak at one of your schools about their Military Occupational Specialty.

We've been accomplishing missions throughout our military careers as a team — not as individuals. If your company had the highest combined score at the rifle range, everyone got a four-day pass. If your company had the highest PT score in the battalion, all soldiers got a pass. Not everyone maxed the weapons qualifications or PT test, but everyone in those companies got a four-day pass. What I am saying is, get on the band wagon, work with the Success 2000 system and do it as a team, so we can all be successful.

"As long as we promote teamwork at station, company, and battalion level, we will succeed — that's the Army way."

Another subject that consistently needs reinforcement is NCOER counseling. When there is a change in the way we do business, as we have with Success 2000, standards change. We need to ensure our soldiers understand what is expected of them. You do this through positive NCOER counseling, using task, condition and standard.

As you know, there are three things that I feel have made this a great command: outstanding recruiters, who firmly believe in the Army and their country; dedication, to tell the Army story to everyone who will listen; and teamwork, soldiers working together to accomplish their missions. With this winning combination, I believe we will write history not only in 1995, but in the years to come.

We have now completed the first full month of Success 2000, and like any new system, there are mixed reviews, but overall it is working. There are bugs to be worked out of course but once that's done, I believe we will get our expected results.

As for mission accomplishment, there is no need to indicate "take care of the mission;" that is no longer appropriate. Take care of your soldiers and the mission will be taken care of.

Good luck and good recruiting.

A better way to train

by MSG Bruce Barnes,
Training and Plans Directorate

Have you ever wondered who is responsible for training the trainer?

Training and Plans Directorate conducted two recent surveys to identify possible USAR training needs. The first survey was targeted toward station commanders from across the command. USAR programs were ranked as the number one response to the question: What training do you feel you need the most? Under the Success 2000 initiatives, both the Regular Army and USAR recruiters make mission as a team. By providing USAR training to station commanders, we can strengthen team captains, who in turn will shape and mold USAR recruiters.

The second survey was targeted directly at USAR guidance counselors and battalion operations NCOs (GC/OPS). It revealed training weaknesses, and strengths. First, many brigade operations personnel are doing a fantastic job of shouldering much of the training burden for USAR battalion operations NCOs and guidance counselors. However, there is a significant lack of standardization throughout USAREC.

USAR guidance counselors are also doing a superb job of training their replacements. However, a gap exists when new USAR counselors cannot train with the previous USAR counselor.

To address this problem, the Reserve Affairs Directorate successfully conducted a USAREC-wide guidance counselor training course during FY 93. From all indications the training greatly benefited all participants. However, the resources are unavailable to conduct this training continuously. Likewise, brigade operations personnel are hard pressed to perform their daily duties and plan, prepare, and conduct effective USAR training for the field.

Lessons learned from the guidance counselor training were helpful in planning future training for two reasons. First, the primary reason participants learned so much was that they had an opportunity to ask questions of the subject matter experts. Second, they were able to interact with other NCOs with similar experiences.

Therefore, the question exists: How do we maintain the best practices of the brigade operations personnel (i.e., initiative and locality) and still improve standardization across USAREC? One option may be to design exportable training packages to brigades for use in GC/OPS training, or require USAREC subject matter experts to provide support during all brigade GC/OPS training conferences.

The weaknesses noted in the GC/OPS survey were that the majority of battalion operations NCOs and guidance counselors believe that the Recruiting and Retention School does not prepare them with enough USAR specific knowledge to perform their present jobs. This relates directly to the question of how do USAR GC/OPS actually learn their job? Of the operations NCOs surveyed, 80 percent responded that they learned their job through trial and error. This can be a painful process.

The guidance counselors surveyed had a slightly different response. Their method of learning was divided equally between several sources: USAREC operations, brigade operations, battalion operations, senior guidance counselor, and previous USAR counselor. The USAR brigade and battalion USAR master trainers were mentioned only once as ever providing training. This brings up the question: What is the role of the battalion/brigade USAR master trainer in training guidance and operations personnel? The survey also indicated that 80 percent of both GC/OPS had seldom-to-never received USAR specific training within the last 24 months. Training of operations personnel is critical to the achievement the USAREC mission. The GC/OPS have the responsibility to solve USAR unique problems.

To increase the amount of USAR training, USAREC Regulation 350-4 was modified to require training quarterly. Effectively fulfilling this requirement will ensure that our USAR recruiters receive enough training to succeed and that Regular Army recruiters and station commanders keep updated on USAR programs.

The Training and Plans Directorate has updated the job description for USAR master trainers making them responsible for planning and coordinating **all** USAR training. This includes, but is not limited to, quarterly USAR collective training, new recruiter training, USAR sustainment training, and USAR station commander training.

Commanders and trainers must ensure that USAR training is planned and executed. To assist the field in preparing and conducting meaningful training, Headquarters USAREC is sponsoring a Process Action Team (PAT) in January 1995. The PAT is tasked with studying the following subjects:

- Enhancement of USAR operations NCO training.
- Enhancement of USAR guidance counselor training.
- Identification of USAR-unique training requirements.
- Increasing Regular Army awareness of USAR programs.

The PAT is a step toward USAREC's commitment to Total Quality Recruiting. If you have any suggestions for improving USAR training within USAREC, please call MSG Bruce Barnes at 1-800-223-3735 extension 4-0214 or DSN 464-0214.



What's a PERNET?

CPT William McQuail,
Program Anaylsis and Evaluation

To those recruiters who have the responsibility for in-service recruiting, there is a little known asset that could make contacting that elusive market much easier. This asset is the Total Army Personnel Database, called PERNET for active duty, and Reserve PERNET for the Reserve structure. Because the training required to become a proficient PERNET user is so detailed, I would recommend users at no lower than brigade level. My purpose in writing this article is to inform possible users at brigade level that this system *exists* and, more importantly, inform the "customers" at station, company, and battalion level about the support a PERNET user can provide.

But how does a recruiter prospect the prior service market? A simple Reserve PERNET data listing could generate a listing of all soldiers assigned to the individual ready reserve (IRR) in a station's three-digit ZIP Code area (for example, all ZIP Codes beginning with 401). The station commander would realize the majority of IRR soldiers do not meet the age restriction to join the Army. No problem, the Reserve PERNET query can select a date-of-birth field for only those soldiers with a date of birth after 1960 or 1965. By listing the date-of-birth field, the station commander makes the decision of which soldiers to prospect.

This example points out the real strength of the PERNET system: its responsiveness. If the user at station level needs more data fields included (for example, gender, GT score, or rank) the new listing could be in the user's hands that same day.

Prospecting can be done by mail by including home address fields in the query. There is even a field for phone number that would allow initial prospecting by phone. Almost all our Reserve technical warrant officers come from a troop program unit (TPU) from an enlisted feeder MOS or out of the IRR as a warrant officer. The active duty technical warrant officer recruiting team recruits exclusively from in-service enlisted soldiers. The same is true for the Special Forces recruiting teams.

The active duty PERNET system has a data record on over 500,000 enlisted soldiers and officers on active duty. There are literally hundreds of fields associated with each record, such as physical profile information, age, address, language skills, MOS, and civilian education level. The Reserve PERNET system includes 2 million data records in a similar format with organizational codes for several different IRR and TPU statuses (annual training, active guard and reserve, and so on).

The PERNET system is current and accurate. When PCS orders are issued, on the reporting date shown on the orders the soldier's current unit identification code (UIC) will change to the newly assigned unit. This new UIC has an associated unit address that immediately changes the new unit address fields for that soldier. Simply put, the PERNET system is an automated military personnel qualification record for enlisted soldiers and officer record brief for officers.

Although the IRR density list comes from the same data source, a PERNET user can generate a density list (by submitting a query) and electronically send that list to the recruiter the same day. Additionally, if there is a data field in the system, it can be included in the query. For example, the PERNET query can generate a list of soldiers meeting criteria of GT scores of 110 or higher, PULSES of only 11111, ASVAB line scores of higher than 100, only specified MOS, date of birth for age restrictions, or rank and time in grade restrictions.

The timeliness of data is extremely critical to active duty in-service recruiters. Consider the not unlikely scenario that the active duty warrant officer recruiting team receives a mailing list for Korea that is three months old. Given a one year tour in Korea for the average soldier, 25 percent of the entries on a three month old list will have departed country, while the three months of new arrivals will not be included on the list. In other words, if the team receives a three-month-old list with 10,000 names, 2,500 of the soldiers on that list will no longer be in country, and 2,500 of the most recently arrived soldiers will not appear on this list. A PERNET-generated list requiring very little lead time before it is produced and forwarded to the user will effectively eliminate this problem.

The PERNET system can be a valuable resource to get recruiters in contact with markets so they can concentrate on prospecting rather than on administrative problems of inaccurate data.



Zephyrs pitcher Steve Wilson shares pitching strategies with LTC Thomas Polmateer and daughter Jenee Polmateer.

A night with the Zephyrs

Story and photo by Vickie Martinson, New Orleans Bn A&PA

■ Perhaps it was the New Orleans Army Recruiting Company's colorguard, staffed by SFC Michael Page, SSGs James Washington and Lysander Spruell, and SGT Knox McRae, who marched in perfection onto the field; or was it CPT George Pettigrew, Army Reservist, whose acappella rendition of "The Star-Spangled Banner" that led the Zephyrs (New Orleans' triple-A minor leagure baseball team) to a no-hitter win.

Whether or not it was the presence of recruiters and DEP members in attendance, the Zephyrs were ready to win their second game after a brief losing streak.

Participation in community activities such as professional or minor league games is nothing new to the recruiting command. "Although we focus primarily on one-on-one recruiting, it's good to get out and make ourselves visible in the community as a unit," said CPT Michael Bell, New Orleans Company commander.

"It's the presence in the community that sends the message and thus giving us the opportunity to reach a large audience at one time," said LTC Thomas L. Polmateer, the battalion commander and VIP pitcher.

After the battalion contacted the Zephyrs public relations office the Zephyrs became totally involved in the all-Army night event. The Zephyrs game day coordinator gave the battalion the green light — VIP representatives, posters, banners, recruiting booth, and handouts were allowed. This opened the door to a company DEP formation at the game. With the support of the company commander and SFC Bennie Sanders, acting first sergeant, the night was flawless. Sanders was responsible for motivating the entire effort.

The battalion didn't forget their local recruiting alumni who continue to support recruiting in a civilian capacity, like Pettigrew, the former New Orleans Company commander.

Here, too, was the opportunity for airing a Public Service Announcement (PSA), during the game. As a result of a phone call to a local radio station, a PSA script was sent and aired that night on the radio station.

Over 2,800 fans showed up for the game on Army night. They were first greeted by Army banners and recruiters in uniform with handouts at the gate entrance.

As the stands filled, groups of Army gray T-shirts were noticeable along the first baseline. Fans who stopped by the recruiting booth received Army giveaways.

Army night with the Zephyrs gave recruiters, DEP members, battalion staff, recruiting alumni, and their families the opportunity to come together for a "bon temps" (good time) while spreading the Army message in the New Orleans community.



■ Melissa McGuire liked to come into the recruiting office for a couple of hours about once a week to help her recruiter, SSG Derek St.Pierre, blueprint lead refinement lists and contact possible prospects. From Jan to Aug she lead the battalion in qualified DEP referrals (10), three of whom have enlisted so far. She was right there, when her recruiter called her friends, to jump in if she was needed. St.Pierre emphasizes that McGuire did not recruit - "That's my job," he says. (Photo by Judy Poland, Albany Bn A&PA)

Canadian recruiting

by SFC Arthur C. Rathburn, Portage (Wis.) Nurse Recruiter

■ During a career day at Lake Superior State College, Portage (Wis.) Nurse Recruiters met and exchanged ideas with the Canadian recruiting force. From this meeting an invitation to a Canadian training exercise was extended to the Portage recruiters. The possibility to learn how recruiters in another country carry out their assignments was very intriguing. To further heighten this intrigue, the format of the training was planned as adventure training to take place in the Canadian woods.

SFC Arthur Rathburn was the only member of his station able to attend the adventure training as an unofficial representative of USAREC.

The training took place at an isolated camp site in southeast Ontario. Rathburn joined 15 Canadian recruiting staff members in a week of discussions, camaraderie, and plenty of outdoor activity.

Rathburn learned how the Canadian Forces Recruiters operate differently than USAREC recruiters. Much of this stems from the basic structure of the Canadian Forces itself. There are distinct Air Force, Navy, and Army branches, but they are not viewed as separate forces. Also individuals in support Military Occupation Careers (MOC is the equivalent to our MOS) are open for assignment in any of the branches. They continue to wear the branch uniform and be identified as a member of the branch of their first assignment. For example, a clerk/typist whose first assignment was at an Army facility will continue to wear the Army uniform even when the next assignment is at a Naval facility. Due to this one force concept there are no separate recruiting stations; each recruiter recruits for the Canadian Forces, not strictly for his or her branch.

The basic philosophy of the Canadian recruiting effort also varies from that of USAREC. The hosts were surprised to learn that USAREC stresses sales techniques. Their total emphasis is on public relations training. They do not use any prospecting tools other than appearances at any public events and school visits. Although they found it interesting, when they were told about USAREC's production system the Canadian Forces preferred the total public relations approach they used, because it left the population with the concept that it was their duty to seek a position the Forces if they felt they were good enough to be selected.

Since the major purpose of the adventure training exercise was to reinforce unit camaraderie, such subjects as recruiting philosophy were not explored as much as the lakes and forests around the camp.

Another get together would be welcomed if it can be arranged. Enough exchange of ideas took place as to make many of the adventure training participants want to learn more about their neighboring country's recruiting techniques and experience.



A typical around the fire discussion during Canadian Adventure training. (Photo courtesy of SFC Arthur C. Rathburn)



■ SSG Barry Palmer demonstrates the proper technique for folding the American flag with a 6th grader at Maryland City Elementary School. This was part of the 1st Brigade's Adopt-A-School program. The flag demonstration was conducted for 6th grade students as part of Veterans Day commemoration events. (Photo by Mary Lhotsky, 1st Brigade A&PA)



■ The newly opened Spring Recruiting Station is located in a local mall in Spring, Texas. SFC Dennis Sharks, station commander, (left) explains the operation of the JOINS computer to prospective applicant James A. Scott. Looking on are Spring recruiters, from left to right, SSG Lyn Austin, SFC Lawrence Gillett, and SGT Neal Renth. (Photo by Jeanne Fitzgerald, Houston Bn A&PA)

Celebrating 30 years

by Dee Register, Beckley Battalion A&PA

■ Take an Army Recruiting Main Station from September 1964, add a District Recruiting Command from 1974, combine these with a current US Army Recruiting Battalion and what do they produce? Thirty years of successful Army Recruiting in Beckley, West Virginia!

To celebrate, the Beckley Recruiting Battalion held a thirty-year anniversary celebration on Saturday, September 10, 1994, bringing together former and current recruiting personnel from all over the United States.

They celebrated at the Beckley Hotel where a number of historical displays including old photographs and news clippings dating back to 1964, as well as several current theme displays were on hand for former recruiting personnel and Beckley Hotel guests to enjoy. The main event was a dinner and social where numerous "I remember how it was . . . " stories were shared with the current staff and recruiting members.

The Army Recruiting Main Station Beckley was officially assigned in September 1964 to the newly-activated US Army Recruiting Command (USAREC) headquartered at Fort Monroe, Va., as a part of the 2d Recruiting District. Although the Army has been in Beckley for many years, this anniversary celebrated the 30 years of service under USAREC command.

The anniversary reunion came about after numerous requests were made by former members of the battalion to revisit the Beckley area and renew friendships from years past. About 100 former commanders, sergeants major, recruiters, and civilians attended the reunion.

"The idea of an anniversary reunion was outstanding," said MAJ (R) William Boggs, who served as the Recruiting Main Station commander in 1964. "People come and go in recruiting and recruiting may change over the years, but one thing that never changes is the fact that many warm friendships have been formed in Beckley, and looking at all who are gathered here tonight proves it."

Everyone left with a renewed feeling of esprit de corps and many memories to carry them over the next 30 years.



An Army jacket was presented to MSG (R) Sam Murray for traveling the longest distance to attend dinner. A former assistant area commander at Beckley Company. Murray, along with his family arrived from Hermosa, S.D., to join the festivities. (Photo by Paul Hosutt)

The Test

1. By 30 November, a recruiter must have _____ percent of the junior lists constructed.

A. 50

B. 25

C. 75

D. 10

2. To be considered complete a senior list at a priority A school must contain _____ percent of the students and must be constructed by _____.

A. 75; 1 Oct

B. 90; 30 Sep

C. 95; 30 Jun

D. 85; 30 Sep

3. A recruiter must maintain _____ LRLs for each of his assigned schools.

A. 2

B. 1

C. 4

D. 3

E. 5

4. A recruiter would use _____ to record information on an business leader he feels will be of assistance to the recruiting effort in his community.

A. UF 988

B. UF 967

C. UF 446

D. UF 539

5. As part of a DEP/DTP function, your station arranges a camping trip, and the National Guard in your community has kindly consented to take you out and drop you off in the evening and pick you up in the morning. Will this be all right since you aren't conducting any adventure training or live fire?

A. yes

B. no

6. A DEP/DTP member will receive an official Army T-shirt for:

A. Supplying the name and address of a friend.

B. Supplying the name of a prospect.

C. Supplying the address of a prospect.

D. Graduating from high school.

E. None of the above.

7. A COI/VIP card will be maintained in Division ____ of the prospect data record file system.

A. III

B. IV

C. VII

D. V

E. None of the above.

8. When transferring responsibility for a departing recruiter's DEP/DTP pool, USAREC Form 991 must be initiated within ____ days prior to departure.

A. 10 days

B. 14 days

C. 3 days

D. 7 days

9. Freddy is a 16-year-old high school junior. He has sent in a request to receive some Army socks and information. Will the recruiting station receive a LEADS card before he turns 17?

A. yes

B. no

10. A prior service applicant with an original DA Form 1811 can enlist back into the Army for a period of 12 months following separation.

A. true

B. false

(The answers to this month's Test can be found on the inside back cover.)

Celebrate the holidays with family safety

by James Woodruff, USAREC Safety Office

The Christmas, Hanukkah and New Year's holiday season is traditionally a time for entertaining and gathering of friends and families for celebration and giving thanks. Unfortunately, it is also a period with an increased potential for serious accidents. Whether it's an old-fashion family gathering, an elegant evening of cocktails, or the office party, you owe it to yourself and others to keep the event a safe one.

If grandmother is coming over for dinner, be sure to fasten down or remove those scatter rugs so she doesn't fall. Keep the floors clear of any clutter that might cause her to trip and add some electric light to flickering candlelight for the benefit of eyes that don't see as well as they once did.

How long has it been since there was a baby in the house? If you are expecting toddlers, make sure cleaning solutions and medicines are out of sight and reach. Also, put away those sharp objects, such as scissors, knives, and household tools. Help your guests keep track of their children at all times. It is important that you warn everyone of particularly dangerous areas in and around your home.

There has to be a big meal planned and getting it ready is half the fun. But a crowd of merrymaking guests in the kitchen increases the chance for not-so-merry mishaps. Cuts, falls, burns, and fires could be the result of too many cooks.

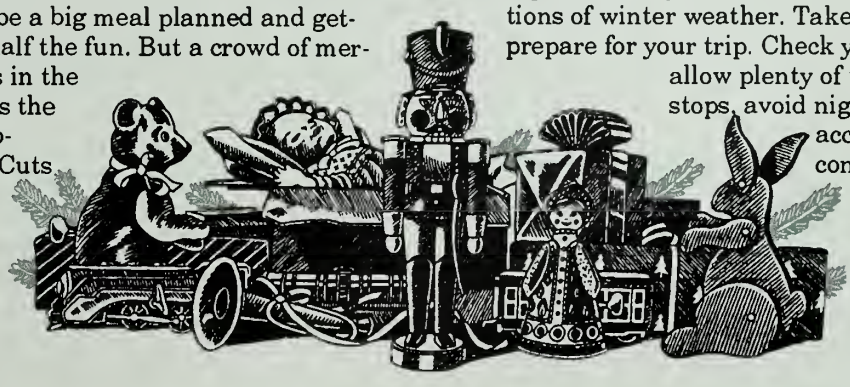
In anticipation of raising a cup of cheer with your guests, remember that more than half of all fatal accidents involve people who have been drinking. Always remember, no matter how little alcohol you may consume, you cannot drive better after you have been drinking. Alcohol slows reflexes, impairs coordination, reduces visual sharpness, and dulls normal caution awareness. If you are a host, close the bar (without a sermon) at least an hour before your guests will be departing. It takes an hour for the body to eliminate the alcohol in "one drink." Persuade a tipsy guest to let someone drive him/her home...or call a taxi....or make up an extra place to sleep.

Decorations add to your holiday enjoyment as well as your home's fire risk. Be extra careful with Christmas trees, holiday lights, and candles.

Don't forget that toys are not as simple as they once were, but neither are our children. The irony of life is that some of the items we purchase to give our children pleasure may have the potential to cause pain. Use recommended age labeling as a guide, and look for warnings and other safety messages on packaging. Explain to children how to use their toys properly and safely.

Finally, remember all the safe driving tips, especially for you who must endure the conditions of winter weather. Take the time to prepare for your trip. Check your vehicle, allow plenty of time, plan rest stops, avoid night driving, drive according to road conditions, and drive defensively.

Be smart and take time to ensure that safety is part of your plans for celebrating.



Teenage Research Unlimited (TRU) Survey Results

Introduction

TRU is a comprehensive, timely, easily put-to-use research data on the U.S. teenage market population. Because USAREC's prime market is teens, understanding this demographic group has become increasingly more important with the recent decline in propensity toward Army enlistment. The study provides a measurement of seasonal variability and a means to more closely track both general trends and shifts. The current study is Wave 24 released in September, 1994.

The findings from the survey presented here are for offering a quick view and understanding of some of the outside influences on teen lives. Continued analysis shows just how quickly what is **in** and what is **out** can change with teens, and how important it is for advertisers to stay attuned to teen trends.

Social concerns

For the first time, TRU included **caring about AIDS** in the questionnaire. AIDS rates are the most **in** measured social concern. **Caring about the environment** previously number one, is now ranked number two. However, the importance teens have placed on the environment during the past couple of years has declined.

Interestingly, the percentage of teens claiming **being politically correct** is **in** continues to decrease.

The social concerns that appear to be **out** include a number of political and political correctness issues. The issues addressed as **out** include:

- Being politically correct at 36 percent,
- The military at 38 percent,
- Protesting/demonstrating at 42 percent,
- Caring about politics at 43 percent
- and Being patriotic at 44 percent

The number of teens saying **caring about politics** is **in** has significantly decreased. Politics appears to be a seasonal concern, increasing only during presidential-election years.

Army highlights

The top three Army performances for the males continue to include:

> best for country's defense,
> best preparation for civilian job,
> best preparation for adult life.

The Army is experiencing significant negative decreases in three out of the 10 attributes. The Marine Corps dominates the male market, but is also the service least interested in. They lead in seven of the eight categories.

The top three Army performances for the females include:

> best for country's defense,
> best preparation for adult life,
> and best preparation for civilian job.

In each of these categories plus **best place to be an individual**, the Army leads the market over the other services for the female category. Two areas that experienced a significant decrease, from six months ago, for the female category are **best for country's defense and develops self confidence.** The one significant increase for females was **best preparation for adult life,** moving it into second place.

Best preparation for a civilian job — the Army continues to fare better than the other services in this important attribute among both males and females. The Army significantly decreased its score after an increase in the previous Wave for the males. This attribute continues to be one of the Army's strongest (compared to the other services).

Best preparation for adult life — a year ago, the response dropped significantly for both males and females. Currently the male response is leveling. The Marine Corps still holds the lead in the male category for this attribute. The Army now leads among females as a result of a significant increase in this category.

Best for country's defense — the Army continues to perform strong for the females, but has experienced a significant decrease in the past six months. Females continue to rate the Army as the service best for country's defense. The attribute appears to be one of the Army's strongest selling point for females. The male score continues to be stabilized.

Most interested in — the Army continues to score low on this propensity type attribute among both males and females. However, all services are experiencing lower scores with only three scores with slight increases in the past six months

(Air Force males, Army and Marine females).

Proprietary Questions

USAREC contracts for inclusion of four proprietary questions in the TRU semi-annual direct mail survey. These proprietary questions are of particular interest to USAREC. This wave included a propensity insight section.

Media recall of Army advertising — As expected, TV continues to dominate all of the media types for both male and female market segments. Media recall tends to be increasing with significant increases in males 16-17 for mail recall, male 16-17 for radio recall, male 16-17 for magazine recall, and female 18-19 for magazine recall. Both male 16-17 for radio recall and female 18-19 for magazine recall had slipped but are currently back on track. An interesting result is that the male 16-17 for magazine and mail recall are both back on track.

Perceived degree of civilian career relevance — the males showed increases for the Army, Navy, and Air Force in **perceived degree of civilian career relevance** since the last Wave. The Marine Corps is showing a decline in **perceived degree of civilian career relevance.** The females are showing increases for the Army, Air Force, and Marine Corps since the last Wave. The Navy is showing a decline among the females. The female market has made the first slight increase since Sep 92 in **perceived degree of civilian career relevance.**

New propensity insight section — in order to gain some insight to the ever increasing negatively propensed population, seven new questions were submitted. The questions were, how much do you agree or disagree with each of the following statements?

> I feel that the US needs a strong military.
> I clearly understand the role of the US military.
> I respect the men and women in the military.
> Military enlistment is a possibility in my future plans.
> Presence of US ground forces in Bosnia is a good idea.
> Equal opportunity in the military is better than in most organizations.
> and My parent(s) would be proud if I served in the military.

The statement **I feel that the US needs a strong military** results in a high level of agreement by the survey population (71.9 percent of males and 69.1 percent of females). The question **I clearly understand the role of the US military,** resulted in agreement from about 1/2 of the males and 1/2 of the females. The question **I respect the men and women in the military** resulted in agreement from about 3/4 of both the male and female populations. The question **military enlistment is a possibility in my future plans** resulted in agreement from 3 out of 10 males and 1 out of 6 females. The question **equal opportunity in the military is better than in most organizations** results in three times more agreement than disagreement. The question **my parent(s) would be proud if I served in the military.,** result in fair percentage of agreement.

Most important reasons to consider enlistment in the military — money for college continues as the most important reasons to consider enlistment among males and females.

Learn a trade/skill, normally the second most important reason, has declined in both the male and female ranking to third. The males now rank cash bonus and females now rank self-improvement as the second most important reason. The trend analysis results for important enlistment considerations are stabilizing. Among the female market most segments show an increase with significant increases in the age 12-15 segment for self improvement, serve country, and serve two-year tour as an important reason to enlist. The males had few increases (mostly in the age 18-19 segment), but the majority of scores decreased slightly with significant decreases in learn a trade of skill, and hi-tech equipment.

Conclusion

The results of the September 1994 TRU survey indicate that the Army is positioned to attract prospects by providing money for college. Although stressing the skills and experiences that will help in future jobs has slipped, this is still positioned as an influencer. Shifts in Army advertisement recall are indicating a positive influence over the surveyed population. In general, enlistment considerations seem to be stabilizing; however, the dips from the previous "Waves" had indicated a resistance to military enlistment.

by Teresa Monroe, Program Analysis and Evaluation Directorate

Changes to accelerated promotions

Note: These changes, as indicated in News Briefs, page 4, apply to both RA and USAR.

Reference Army Regulation 140-158, dated 1 September 1994, **Enlisted Personnel Classification, Promotion, and Reduction** and USAREC message number 94-067, dated 28 October 1994, **Referral Promotion Exception to AR 601-210**. The purpose of this message is to inform the field force of changes to the accelerated advancement under the Army Referral Program.

Accelerated advancement to PV2 is authorized for soldiers who have not departed for IADT or, are serving during the period between PHASE 1 and PHASE 2 of the Alternate Training Program, when that soldier refers:

1. Three qualified NPS applicants, or two HSDGs who enlist in the RA DEP, ARNG, or USAR;
2. Any combination of two qualified NPS applicants who are HSSRs, HSDGs, or CIHS and who enlist in the RA DEP, ARNG, or USAR;
3. One qualified NPS HSDG, HSSR, or CIHS who scores 50 or higher on the AFQT and who enlists in the RA DEP, ARNG, or USAR;
4. One qualified Registered Nurse who applied for the Army Nurse Corps (RA or USAR) and whose application is accepted by HQ USAREC.

Accelerated advancement to PFC, from PV1 or PV2, is authorized for soldiers who have not departed for IADT or, are serving during the period between PHASE 1 and PHASE 2 of the Alternate Training Program, when that soldier refers:

1. Four or more qualified NPS applicants or three or more HSDGs who enlist in RA DEP, ARNG, or USAR;
2. Any combination of three or more qualified NPS applicants who are HSSR, HSDG, or CIHS and who enlist in the RA DEP, ARNG, or USAR;
3. Two or more qualified NPS HSDG, HSSR, or CIHS who score 50 or higher on the AFQT and who enlist in the RA DEP, ARNG, or USAR;
4. Two or more qualified Registered Nurses who applied for the Army Nurse Corps (RA or USAR) and whose applications are accepted by HQ USAREC.

Accelerated advancement to PV2 is authorized for soldiers who have completed one or more years of Junior Reserve Officer Training Corps (JROTC) or National Defense Cadet Corps (NDCC) Program. Following enlistment in the USAR, advancement to PV2 is authorized for a soldier who completes one or more years of a JROTC or NDCC program prior to entry on IADT. The one or more years of the program must have been completed after the date of the USAR enlistment, but before the date the soldier is scheduled to enter IADT. The date of rank and effective date of advancement will be the date of confirmation that the soldier has completed 1 or more years of a JROTC or NDCC program.

USAREC message 94-067, dated 28 October 1994, will be cited by the GC as the promotion authority. The GC will annotate this on the DD Form 1966/3. This information will be incorporated into the new AR 601-210. USAREC message 94-067 expires on the effective date of the new AR 601-210.

IRR to TPU transfers under the one-pass method

Reference RECUSAR Message 94-074, Part II, dated 25 October 1994, **IRR to TPU Transfers Under the One-Pass Method.** Effective immediately, the one-pass method can be used with VACPOT for DMOSQ applicants that have units listed on the VACPOT. It has been determined that the DMOSQ field and the DMOSQ units available on VACPOT are not contaminated. However, the recruiter must have verification of transfer eligibility prior to the beginning of any processing.

The Character of Service must be verified as eligible to transfer on DSS for battalions involved in the DSS Test Program. All other battalions will have either a control number from headquarters or an Alpha Control Number from the USAREC Liaison Team verifying transfer eligibility.

DSS Test Battalions will follow the procedures outlined at the training conference for those records not on DSS file.

Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.

Gold Badges



ALBANY
SSG Johnny F. Watkins
SSG Gary T. Powell
SGT James A. Haith
SSG Mark H. Oldroyd
SSG Timothy J. Rose
SGT Charlie B. Tyus
SGT Brian J. Bradshaw

DALLAS
SSG Kevin Hall

DENVER
SGT Michael J. Baca
SGT Joseph R. Stangler

DENVER
SSG Donald R. Keys

HARRISBURG
SSG James S. Sykes

HOUSTON
SSG Daniel Bookner
SFC Calvin Dillard

JACKSON
SGT Tuskie R. Sanders

JACKSONVILLE
SSG Keith Cunningham
SSG Lawrence Hester

KANSAS CITY
SGT Edward J. Lewis
SSG Stephen P. Helms

LOS ANGELES
SFC Daniel M. Ware
SSG Andrew B. Swaschka
SSG Michael R. White
SSG Paul A. Masson

MINNEAPOLIS
SSG Paul C. Volpe

MONTGOMERY
SSG Len Stanford

NASHVILLE
SSG Jeffrey W. Fletcher
SSG Dean E. Davis
SGT Rhonda A. Bell

NEW ORLEANS
SGT Diane Nicholson
SSG Benjamin Milligan

OKLAHOMA CITY
SFC Michael D. Eby
SGT Richard L. Hodges
SSG Ernest D. Swindle

PHOENIX
SGT Paula Burnside

PORTLAND
SGT Kelly A. Fischer

RALEIGH
SSG John L. Blood
SGT Richard J. Barfield
SFC Raynard E. Tyson
SSG Andy W. Wilson
SGT Nina G. Price
SSG Thomas A. Bullard
SGT Robert W. Sprouse

SACRAMENTO
SSG Randy W. Billingsley

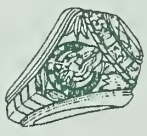
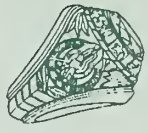
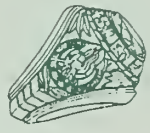
SALT LAKE CITY
SFC Mervin A. Kifer

SANTA ANA
SGT Warren K. Milledge
SSG Gregory Brown
SSG Brian A. Henk
SSG Kevin McKeown
SSG Rick A. Boring

SEATTLE
SSG Juanito L. Vargas
SGT Robin P. King
SFC Reginald K. Washington

ST. LOUIS
SSG James W. Freaner
SSG Ronald Pannebaker
SGT Ricky Kelly
SSG Eddie W. Womack

Rings

ALBANY
SFC Herbert J. Monahan

BALTIMORE
SFC Michael L. Widener
SSG Javan White Jr.

BECKLEY
SFC Bruce A. Barnhart

BRUNSWICK
SSG Timothy Toomey

CHICAGO
SSG Marck S. Elliott

COLUMBIA
SFC Chris A. Moon

DALLAS
SFC Patricia A. Abbitt
SSG Robert E. Truitt

DENVER
SSG Allen V. Cheesman

HOUSTON
SFC Arlene McPhee

JACKSONVILLE
SSG Jorge Rodriguez

KANSAS CITY
SSG Robert B. Melton
SFC Gary D. Lewis
SFC Charles Hughes
SSG Steven L. Lawson
SSG Louis D. Olive

MIAMI
SSG Antonio Rivera

MINNEAPOLIS
SFC Andrew Narlock
SSG Frank Mendoza Jr.
SSG Gary L. Willis

MONTGOMERY
SSG David A. Colvard

NASHVILLE
SFC Larry Everly
SSG Robert L. McLean

PHOENIX
SFC Kevin Pierce

PITTSBURGH
SSG Carl W. Beckelheimer

PORTLAND
SSG Timothy S. Hodges
SSG Johnny W. Toney

RALEIGH
SSG Jeffery Austin

SACRAMENTO
SSG George J. Silva

SALT LAKE CITY
SFC Kelly D. Clark

SAN ANTONIO
SSG Stephn D. Kichler
SFC Antonio Rodriguez

SANTA ANA
SFC Michael J. Cook
SSG Steven L. Eckols

SEATTLE
SFC Richard A. Wills
SFC Donald G. Tilley
SFC Robert J. Endresen

SYRACUSE
SSG Randolph S. Paciorek
SFC Edward J. Krougulski
SSG Jerry R. Smith

TAMPA
SFC Jose Torres-Salgado
SFC Rudolphus D. Jackson



RSM December

Cinema Vans

BALTIMORE, 29 Nov - 16 Dec
DENVER, 5 - 16 Dec
INDIANAPOLIS, 29 Nov - 16 Dec
KANSAS CITY, 5 - 16 Dec
LOS ANGELES, 29 - 30 Dec
NASHVILLE, 29 Nov - 16 Dec
PHOENIX, 29 Nov - 8 Dec
SALT LAKE, 12 - 16 Dec
TAMPA, 29 Nov - 16 Dec

Cinema Pods

ATLANTA, 29 Nov - 9 Dec
CHICAGO, 29 Nov - 3 Dec
DES MOINES, 29 - 16 Dec
HOUSTON, 29 Nov - 9 Dec
RALEIGH, 5 - 9 Dec
ST LOUIS, 29 Nov - 16 Dec
SYRACUSE, 29 Nov - 16 Dec

Adventure Van

INDIANAPOLIS, 5 - 9 Dec
GREAT LAKES, 12 - 16 Dec

RSM January

Cinema Vans

ATLANTA, 17 - 27 Jan
BALTIMORE, 24 - 30 Jan
CLEVELAND, 24 - 30 Jan
COLUMBIA, 24 - 30 Jan
DALLAS, 17 - 30 Jan
LOS ANGELES, 17 - 30 Jan
OKLAHOMA CITY, 17 - 30 Jan

Cinema Pods

CHICAGO, 18 - 30 Jan
DES MOINES, 18 - 30 Jan
GREAT LAKES, 23 - 30 Jan
HARRISBURG, 17 - 30 Jan
JACKSONVILLE, 17 - 30 Jan
MINNEAPOLIS, 23 - 30 Jan
NASHVILLE, 23 - 30 Jan
ST LOUIS, 18 - 26 Jan

IN-HOUSE MAINTENANCE
27 - 30 Jan

Answers to the Test

1. A, USAREC Reg 350-6, Table 3-1
2. D, USAREC Reg 350-6, Chapter 3, para 3-14b
3. D, USAREC Reg 350-6, Chapter 3, para 3-14
4. A, USAREC Reg 350-6, Appendix G, G-1
5. B, USAREC Reg 601-95, Chapter 2, para 2-6d(3b,c)
6. E, USAREC Reg 601-95, Chapter 4, para 4-4b
7. D, USAREC Reg 350-6, Appendix G, G-4
8. D, USAREC Reg 601-95, Chapter 2, para 2-1(b)
9. B, USAREC Reg 601-51, Chapter 4, para 4-6 (b)
10. B, AR 601-210, Chapter 5, Figure 5-5, 1a

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